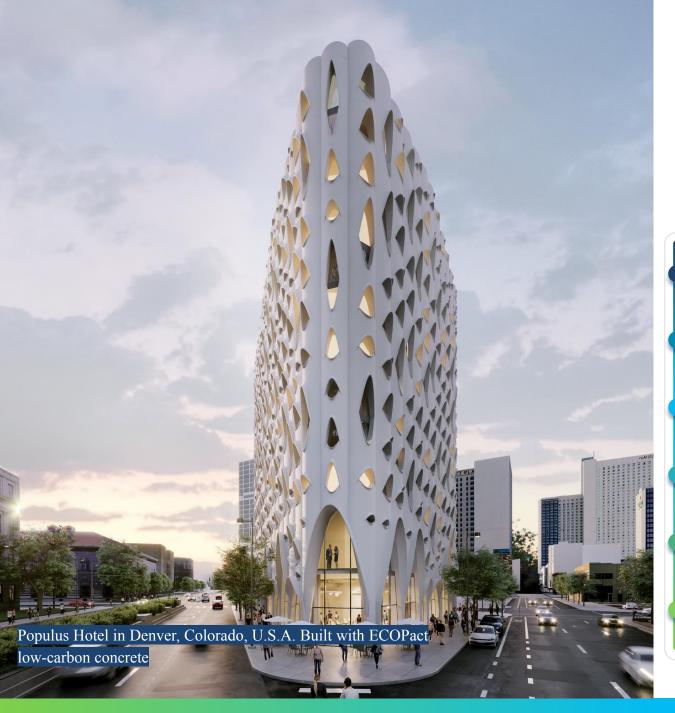


HOLCIM GENERAL ASSEMBLY MILJAN GUTOVIC CEO







OUTLOOK AND GUIDANCE 2024

GUIDANCE CONFIRMED, CONTINUED MARGIN EXPANSION IN Q1, STRONG OUTLOOK FOR THE YEAR

Organic Net Sales growth of above 4%, additional growth from M&A of above 2%

Over-proportional growth in recurring EBIT

Increase in recurring EBIT margin to 18%

Free Cash Flow of above CHF 3 billion

20% growth in recycled Construction Demolition Materials to 10 million tons

Progress towards U.S. listing of North American business



DECARBONIZATION

20%

REDUCTION IN CO₂/NET SALES IN 2023

17
FLAGSHIP CCUS PROJECTS WORLDWIDE

26%

SHARE OF NET SALES FOR LOW-CARBON ECOPACT, ECOPLANET IN READY-MIX AND CEMENT (Q1 2024)





10M

TONS OF RECYCLED CDM IN 2024 EXPECTED (+20% COMPARED TO 2023)

135

RECYCLING CENTERS GLOBALLY



2024 CIRCULARITY LIGHTHOUSE AWARD FOR ECOCYCLE® TECHNOLOGY



SOLUTIONS & PRODUCTS

21%

OF GROUP NET SALES IN 2023 (CHF 5.6 BILLION)

11

ACQUISITIONS IN 2023 INCLUDING ICONIC ROOFING BRAND DURO-LAST

+67%

ROOFING SALES IN LOCAL CURRENCY (Q1 2024)





HOLCIM PEOPLE

63,448

EMPLOYEES ACROSS THE WORLD

500+

P&L LEADERS EMPOWERED TO DELIVER PERFORMANCE TARGETS

90%

PARTICIPATION RATE IN GALLUP EMPLOYEE SURVEY WITH WORLD-CLASS RESULTS



HOLCIM